

## **Karl W. Gustafson**

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### **ACADEMIC EXPERIENCE**

#### **GATTON COLLEGE OF BUSINESS AND ECONOMICS, UNIVERSITY OF KENTUCKY, Lexington, Kentucky • 2016-Present**

##### **MBA Academic Director (2020-Present)**

Promoted to ensure our MBA programs are positioned to attract quality candidates, and our candidates are prepared for professional success.

##### ***Administration Highlights:***

- Partnered with MBA Policy Committee and faculty members to help ensure instructional continuity during COVID impacted 2020-2021 academic year.
- Partnered with the Professional Resource Center to improve our admissions process and policies to improve the quality of our student cohort in our full time program.
- Established policies to improve standardization of the student experience.
- Led efforts to refine and improve our strategic plan.
- Partnered with the Professional Resource Center and Gatton College's Philanthropy team to improve the structure of our MBA Advisory Council, as well as expand the council membership.
- Partnered with the Graham Office of Career Management to evaluate and identify opportunities to improve our candidates' employment readiness.

##### **Lecturer (2016-Present)**

As a lecturer, I lead a consulting practicum, lecturing and advising MBA students and teams on consulting principles and successful project delivery. I also lecture within the MBA program on the subjects of leadership and strategic thinking.

##### ***Instruction Highlights:***

- Revamped MGT 697, Leadership, Communication, and Ethics, to include self assessment, emotional intelligence, and behavioral ethics.
- Revamped MGT 690, Strategic Thinking and Analysis, retaining positive aspects from the previous course instructor while expanding the approaches and tools used for strategic analysis.
- Revamped MBA 640 and 642, Project Connect I and II, to include more structure, student ownership in terms of goals, and professional development opportunities. Improved company sponsor quality and level of student support.

##### ***Administrative Highlights:***

- Manage co-curricular workshops and certificate programs for our MBA candidates, improving the quality of the programs and experience for our MBA candidates. Led efforts to add additional workshop program for our full time students.
- Managed MBA guest speaker series from 2016-2020, Managed approximately 15 sessions per academic year, involving approximately 40 guest speakers in total. Student satisfaction, as measured in our exit surveys, increased year over year.
- Managed our MBA Advisory Council, led efforts to recruit new council members, and improved engagement with council members, in the form of: activities and feedback on important program issues, and support of our candidates in the program.
- Supported previous MBA Director with adhoc initiatives, including: program benchmarking, planning, and online delivery.

##### ***College Service:***

- Serve on our MBA Policy Committee, MBA Advisory Council, our Corporate Partners Committee, our Graduate Academic Directors Committee, and our Safety Committee. Previous service activities include: working committee member associated with the Graduate Certificate in Business Analytics, Gatton College mentoring program, and UK Corporate Partners Committee.

## PROFESSIONAL EXPERIENCE

### **INDEPENDENT MANAGEMENT CONSULTANT, Lexington, Kentucky • 2016-Present**

As an independent management consultant I work with business leaders to identify and take advantage of growth opportunities, and address growth challenges.

#### ***Operational Highlights:***

- Led project to evaluate a new product concept for an industry leader in the financial services sector.
  - Retained to develop the strategic plan for said new product concept.
- Led commercial diligence for a new business unit in the for-profit education sector.

### **CMG PARTNERS, Durham, North Carolina • 2007-2016**

Boutique, growth focused, management consulting firm.

#### **Sr. Director (2013 – 2016), Director (2010-2013), Project Manager (2007-2010)**

Management consultant responsible for leading client engagements and firm growth initiatives.

#### ***Operational Highlights:***

- Track record of successfully leading client engagements across a diverse range of client needs and industries.
- Business development activities resulting in over \$4M of new business.
- Led the development of the firm's strategic growth service area and co-led the firm's private equity practice.
- Thought leadership content development, including leading two research-backed white papers and over ten published articles.
- Internal firm leadership, including co-leading the firm's content creation team and leading the firm's recruiting team.
- Developed and mentored indirect and direct reports.

### **HONEYWELL INTL. INC., SENSING AND CONTROL, Golden Valley, Minnesota • 1998-2007**

Strategic Business Unit (SBU) of Honeywell Intl., a Fortune 100 industrial conglomerate.

#### **Corporate Business Development Internal Consultant (2007)**

Requested to support the VP of Strategic Marketing and VP of Mergers and Acquisitions with strategic growth projects.

#### ***Operational Highlights:***

- Led the development of an inorganic, acquisition growth strategy for a newly formed \$100M Line of Business, leading to cohesive acquisition strategy to augment the existing business's core assets and included a prioritized list of acquisition targets.
- Led the opportunity assessment for a \$400M Line of Business, identifying and prioritizing new market sector expansion opportunities.

#### **Corporate Business Development Leader (2005-2007)**

Promoted to be a senior team member of a newly formed \$400M Line of Business, responsible for leading the business's growth strategy and execution.

#### ***Operational Highlights:***

- Developed and led the strategic planning process for the newly formed business.
- Developed and implemented an acquisition roadmap, leading to multiple management meetings and four active pursuits where I led commercial due diligence.
- Led the business' private label initiative, from strategy definition to cross-functional execution generating \$3M of incremental contribution margin in 2007.
- Developed and implemented a business plan to take advantage of a \$9M market opportunity to increase our value capture through forward integration.
- Developed a business plan to penetrate and disrupt a \$120M product category through leveraging Honeywell's technology assets to deliver increased value to the end user market.

**Product Line Leader (2004-2005)**

Promoted to lead a \$60MM product category.

**Operational Highlights:**

- Led the five year strategic planning activities including implementing voice of the customer activities on a global basis that led to a new segmentation scheme for the category enabling the team to focus new product development, marketing and sales force investments.
- Managed a team of product managers and application engineers ensuring annual operating plan delivery and team continuity during a transitional period.

**Product Line Manager (2003-2004)**

Requested to turn around a highly profitable global product line that had experienced revenue loss for each of the previous three years.

**Operational Highlights:**

- Developed and executed tactical strategy to increase customer engagement and drive profitable growth, delivering 10% revenue growth and 14% gross profit growth year over year.
- Developed and implemented the initial phase of a strategy to expand presence in a profitable, high growth product segment through private label and new product development activities.
- Identified and led the commercialization of a new product that captured a market opportunity.
- Developed new channel partners to augment and improve our channel reach to a highly profitable customer segment.

**Career Note:** Served as Product Specialist (1999-2001) and started my career in a sales and marketing leadership development program (1998-1999) with Honeywell Intl. Inc.

**EDUCATION**

**Master of Business Administration, Marketing and Certificate in Entrepreneurship (2003)**

University of Wisconsin - Madison, Madison, Wisconsin

- Teaching Assistant, 2002-2003
- Research Assistant, 2001-2002

**Bachelor of Science, Civil Engineering (1998)**

Bradley University, Peoria, Illinois

**Additional professional training:**

- Honeywell Intl. Inc. Internal Programs:
  - Strategic Marketing Leadership Development, Six Sigma, and Lean Manufacturing
- Sales Leadership Course, University of Wisconsin – Madison, Executive Education